



Spring Assembly/Town Hall Meeting

January 30, 2024

Office of the President
Marketing and Communication Team
Academic Affairs
Enrollment Management Team
Finance Team
DEIB Team
Strategic Planning Teams
Student Affairs
Human Resources
University Advancement and Alumni Engagement



It takes a team

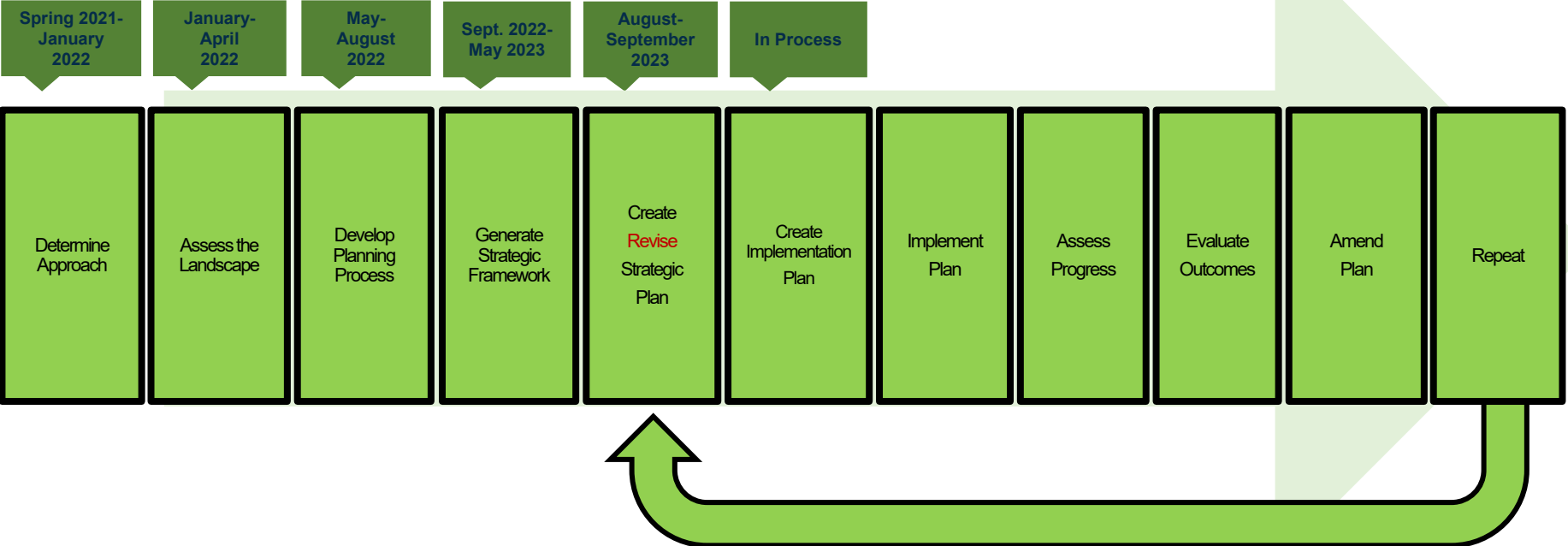
Thank you





Strategic Plan Update

Strategic Plan



The Development of the Strategic Planning Framework is a collaborative effort led by the Academic and Non-Academic community.

Success Metrics and Targets

Spring 2024

Pillar #1:				
Strategy	Activity	Action Item	Target & Evidence	Progress
Pillar #2:				
Strategy	Activity	Action Item	Target & Evidence	Progress
Pillar #3:				
Strategy	Activity	Action Item	Target & Evidence	Progress
Pillar #4:				
Strategy	Activity	Action Item	Target & Evidence	Progress

Alignment to University Strategic Plan

**Robust,
Supportive &
Inclusive Culture**

Safe,
Vibrant,
Thriving
Campus

**Academic
Discovery &
Human Growth**

Culturally
Sustaining
Learning
Experiences

**Community
Impact &
Collaboration**

Equity-
Focused
Partnerships

**Financial
Sustainability &
Resource
Stewardship**

Mission-
Aligned
Resources

Pillar #1 Robust, Supportive, and Inclusive Culture

- Develop and implement a comprehensive communication plan
 - Elevate the reputation of SRU through earned media
 - BCW initiatives
 - COT weekly updates
- Advance inclusion and belonging through the Strategic Plan
 - Senator Haywood's ENOUGH Report
- Develop a culture of recognition and engagement
 - Athletics





Recognize kindness with the 'You Rock' initiative

"You Rock," SRU's initiative to recognize acts of kindness on campus, is back for a second semester.

If you want to recognize someone for their kindness:

- Visit Old Main, Room 201, to pick up a rock
- Give the rock to a kind person

If you receive a rock:

- Take rock to desk attendant at these locations:
Smith Student Center
Bailey Library
Aebersold Recreation Center
- Fill out a card, drop it in the "You Rock" box
- Pass your rock onto another kind person

Fall Semester Recipients of a You Rock

* indicates winner of random drawing



Faith Anthony
Stacy Bluedorn
Nathan Bosak
Austin Burchell
Nikolaos Cazacu
Tony DeMarsh
Lance Enright *
Brooke Farrah *
Grace Fenati
Beau Fillion *
Lisa Gray
Spencer Hagen
Leah Hawthorne

Paige Hemmis
Julia Horwath
Kaiden Hughes
Yukako Ishimaru
Lexie Kovalak
Rian Leamer
Abigail Lushefski *
Rachael Luther
Catherine Massey
Jadyn McClean
Gina Moore
Liz Moyer *
Paulz Novak

Shelly Ogoreuc
Samantha Oliver *
Deb Schell
Bradon Schneider
Audrey Schultz
Summer Shelton
Marisa Sherman
Emily Siedel
Mara Strauss
Betsy Strawbridge *
Francisco Trieu
Marko Walters-Gerout
Chris Williams *

Pillar #2 Academic Discovery and Human Growth

- Provide premier student experience
 - Ensure academic programs are market responsive
 - Feasibility studies – nursing, MS in OT
- Ensure that all faculty, staff and students have the support and resources necessary to thrive
 - Additional staff to support URM initiatives
 - Narcan
 - Mentorship plans

Enrollment Update – Winter and Spring Registration

Jan 18, 2024

WINTER REGISTRATION

- Total U & G credit hour registration is 11.7% ahead of LY.
- Graduate credit hour registration is 12.0% ahead of LY.
- Undergraduate credit hour registration is 11.5% ahead of LY.

SPRING REGISTRATION

- Total U & G credit hour registration is +1.2% ahead of LY.
- Graduate credit hour registration is +1.5% ahead of LY.
- Undergraduate credit hour registration is +1.2% ahead of LY.

FALL 2024 – FIRST YEAR STUDENTS

Jan 12, 2024

- As compared to the same time last year, total FR APPLICATIONS are up by +319 and FR OFFERS are up by +93. FR DEPOSITS are up by +81.
- Freshman domestic applications are up by +286 and deposits are up by +88.
- Primary market (Western PA) domestic applications are up are up by +224 and deposits are up by +87.
- Domestic out-of-state applications are up by +50.
- Eastern PA applications are up by +19.
- URM applications are down by -33 and deposits are up by +7.

It is early in the admission process for transfer and graduate students.

Student Persistence – All 3 Cohorts are Ahead

Of LY Jan 19, 2024

Retention Across All Three FR Cohorts

- First to second term 2023 cohort retention is currently at 93.5% as compared to 92.3% for the 2022 cohort. For this same cohort, URM retention is currently at 91.7% compared to 89.7%.
- The 2022 cohort third to fourth semester retention is currently at 78.1% as compared to 77.5% for the 2021 cohort. For this same cohort, URM retention is currently at 69.6% compared to 66.4%.
- The 2021 cohort fourth to fifth semester retention is currently at 72.0% as compared to 70.9% for the 2020 cohort. For this same cohort, URM retention is currently at 61.4% compared to 58.7%

Student Persistence and Completion Goals

	FR First-Semester Persistence	FR First-Year Persistence	4-Year Graduation Rate	6-Year Graduation Rate
2022-2023 AY →	92.3%	81.4%	55.4%	64.3%
All Time High →	93.5% (2023 cohort)	83.2% ('14 & '18 cohorts)	55.4% (2019 cohort)	69% (2014 cohort)
University Goal →	95%	85%	60%	75%

	4-Year Graduation Rate	6-Year Graduation Rate
All Time High – URM (past 7 cohorts)	40.0% (2014 cohort)	56.0% (2015 cohort)
All Time High – NON URM (past 7 cohorts)	57.4% (2019 cohort)	71.2% (2014 cohort)
Mean Difference – Past 7 Years of Graduating Cohorts →	19.0%	16.6%
# of Graduates to Meet Goal (avg. class of 180 URM students)	+25 by 4th year	+21 by 6th year

Pillar #3 Community Impact and Collaboration

- Strada Grant
 - Increase the number of work-based learning opportunities
 - PASSHE system project
 - Committed financial match
- Sustainability programs for food insecurity
- Butler County Community Development Corporation
 - Asbestos Abatement
 - LED lighting for stadium
- Exploring a new PASSHE system connected to PA Community Colleges

Pillar #4 Financial sustainability and resource stewardship

- Increase gifts, grants, internships, and sponsored research
 - Comprehensive Campaign
 - The BWF contract has been signed
 - Butler CDC

University Advancement: Fundraising Update

29% increase in private support year over year as of Dec. 31, 2023

\$1,236,036.98 (December 31, 2022) vs. **\$1,603,785.08** (December 31, 2023)

Notable Contributions:

- **\$150,000** for the Addison Gibson Foundation Scholarship
- **Over \$122,000** in donations of equipment and training to the Safety Department
- **\$100,000** for education scholarship and initiatives
 - **\$75,000** to establish the Judith Ferraro Phillips '66 Excellence for Aspiring Teachers Scholarship
 - **\$25,000** for the RockTEACH Program
- **\$2,000,000** documented bequest for the RockTEACH Program
 - ** Largest documented bequest in university history**

Pillar #4 Financial sustainability and resource stewardship

- Structured for Success
 - Filling open cabinet/leadership positions
 - Phase 1 Re-org
 - Information and Administrative Technology Services (IATS)
 - Alignment of affiliated entities
 - Administrative Council (overlap with Pillar #1)
 - Temperature Team (overlap with Pillar #1)

Chief Human Resources Officer

Holly McCoy, JD



Provost and Vice President for Academic Affairs

Michael Zieg, PhD



Associate Provost for Academic Administration

Ursula Payne, MFA



Leadership Searches

- Vice President for Advancement
- Senior Director of Marketing and Communication
- Chief IATS Officer
- Chief Enrollment Officer

Phase 1 - Structured for Success

- Athletics report directly to the President
 - AD will not be a part of the cabinet
 - APSCUF President and Provost have worked out faculty structure
 - Recommendation came from within Athletics
 - Follows NCAA best practices model
- IATS
 - External consultants
 - Report to CFO
- Academic Department Reorg
- Title IX
 - Karla Fonner new Title IX Coordinator
- Launch Center for Professional Development

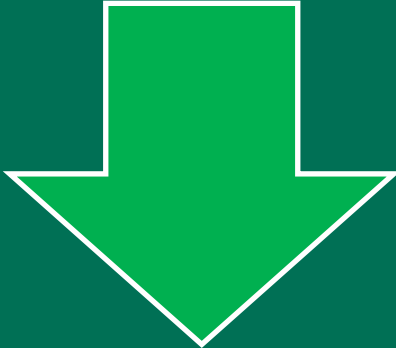
Program	Current	Initial	Final
Accounting	Accounting, Economics, and Finance	School of Business	Finance, Accounting, Marketing, & Economics
Economics			
Finance			
Marketing	Management and Marketing		Management
Management			
Mgmt Info Systems	Information Systems and Technology Mgmt		
Health Info Mgmt			
Hospitality Mgmt	Sport Mgmt, Hospitality, and Tourism	Security & Leadership	
Sport Management		Sport Management & Strategic Communications	
Strategic Comm	Strategic Communications		Strategic Communications
Safety Management	Safety Management	Safety Management	Safety Management

Reorganization in Dean of Students Area

- Current Trends in Student Body
 - Large increase of students seeking accommodations through Disability Services (year-over-year 15% increase)
 - Steady increase of care referrals submitted for students (over 2000 referrals per year)
 - One of the major themes in care referrals: conflict with others
 - Other increase is in basic needs: food insecurity, housing insecurity, financial emergencies
 - 18% overlap in students assisted by both Disability Services and Student Support
- Problem: How to address these needs without major increase in staffing?
- Solution: Reorganize Dean of Students unit into two areas:
 - Access and Care
 - Case managers from existing Office of Disability Services and Student Support are cross-trained and function as a unified team
 - Dedicated case manager for basic needs support
 - Personal, Social, and Behavioral Accountability
 - Student Conduct adds proactive education efforts related to interpersonal communication, mediation, wellness education, and personal safety

Improve decision-making to appropriately fund initiatives that generate value

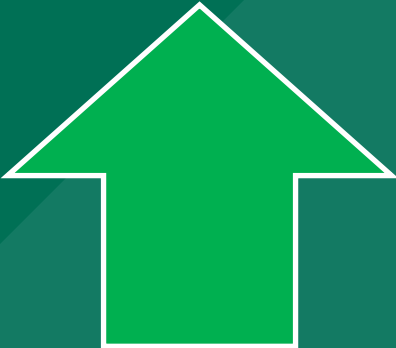
Pillar #4 Committed to Financial Sustainability and Resource Stewardship



Spending



Investing



ROTC/Police Building

- Original estimate \$5.0M
- Current estimate \$11.6M, plus \$1 M road, \$860K access road - \$11.9M shortfall
- RACP grants \$1.6M raised, requires match from Foundation via SRU scholarship reductions
- Additional grants have been submitted and have not been funded
- Cost to lease the land from the Foundation \$250K per year
(Approximately \$200K would be given back to the university in scholarships)
- Not an ideal location for Police
- Not an ideal location for ROTC
- Land includes old mines that must be mitigated
- Gordian report – Current excess space equivalent to Morrow Field House

Next Steps

- Discussions with all constituent groups
 - Police, ROTC, Mayor, City Manager, Foundation Board, ED of Foundation, Sen. Hutchinson, Chancellor, Office of the Chancellor, RACP Advisors, Council of Trustees, SGA
- Analysis of additional space options
- Pivoting away from original proposal
- Exploring needs and space options for Police and ROTC
- Update as decisions are finalized

Fiscal Year 2023-24 Budget Update

- Tuition and fees are in line with academic year budget.
 - Planned - An incoming class of 1,535 for Fall 2023, up from 1,459 for Fall 2022.
 - Planned - First to Second year student retention 81.5% fall 2023, down from 82.4% fall 2022.
- Interest income is projected to be higher than planned, but lower than last year. Rates have been favorable.
 - Interest rates Dec 2023 4.24%, up from 2.87% Dec 2022. Rates are not forecasted to remain high.
- SRU received a supplemental source of funding for OneSIS implementation \$0.7M.
- **The fiscal impact of contract bargaining agreements (CBA's) on salary and benefit expenses remains unknown.**
 - Each 1% salary/wage/benefits are estimated to cost approximately \$1.0M total for Faculty, Coaches, SUA, and merit for non-represented employee groups.
- Careful consideration of vacant positions will continue to help maintain a balanced budget.



